

## **SARA II FIRST YEAR (Initial) WORK PLAN**

In the SARA II Project, the AED/SARA Team proposes to refine and adapt mechanisms and processes developed over the past seven years of the SARA I contract to the current needs of AFR/SD/HRD as it implements its strategic objectives (SOs) and achieves the results described in the AFR/SD Results Packages (RPs). The SARA II First-Year Work Plan, the “Initial Work Plan” called for in the SARA II contract, provides for the AED/SARA Team to continue to build a responsive, collaborative, productive and efficient relationship with AFR/SD/HRD to support issues identification, research development and management; monitoring and evaluation; meeting facilitation and logistics; information dissemination and advocacy; and joint activities with African Institutions. An emphasis will be given to activities whose results can be easily and clearly tracked and results documented.

In addition to the activities in this plan, the AED/SARA Team will continue to be responsive to additional activities that may emerge from time to time as resources allow. The core teams, the Cognizant Technical Officer (CTO) and AED/SARA Contract Director will agree on these additional activities and they will be concretized through CTO letters.

The attached tables list the proposed activities, the expected outcomes, the estimated costs (in dollars), the implementation time frame and the responsible person(s) on the SARA staff. The work plan is divided into the following sections:

SO 6 - Basic Education

SO 7 – Household and Community Approaches to Child Health

SO 7 – Provider Performance for Child Health

SO 7 – Malaria

SO 7 – Tuberculosis & Other Infectious Diseases

SO 7 – Nutrition

SO 7 – Maternal health & EOC

SO 8 – Reproductive Health and Family Planning

SO 9 – HIV/AIDS

SO 10 – Epidemic and Crisis Preparedness

SPO – Polio and Cross-Cutting Activities

D&A – Dissemination and Advocacy

M&A – Monitoring and Evaluation

**SO 6: Adopt policies and strategies for increased sustainability, efficiency and equity of basic education services**

**Results package: Basic education**

IR 1: Disseminate and promote knowledge and guidance on policies, strategies, approaches, methods and tools for increased sustainability, efficiency and equity in the provision of basic education services

IR 2 Extend and strengthen enabling environment to promote improved education sector policies, programs and strategies

IR 6.1 Reform support and policy formation  
Systems management and sector support  
Delivery of instructional services  
Design of equity enhancing policies, programs and strategies

IR 6.2: Collaboration between agencies and African decision-makers  
Capacity of regional institutions

Activities	Expected Outputs	Beginning & Ending Dates	Estimated Cost & Cost Elements	Responsible Person(s)	Comments (Tasking areas*, etc.)
1. Assist the AFR/SD SO 6 team: <ul style="list-style-type: none"> <li>• Participate in SO 6 core team meetings;</li> <li>• Assist in the development of the analytic agenda;</li> <li>• Assist team in R4 and other M&amp;E activities;</li> <li>• Assist team with dissemination and advocacy strategies.</li> </ul>	Weekly team meetings attended  Analytic agenda revised  Results packages updated  Dissemination and advocacy strategies plan for each activity	On-going	Staff time & ODCs	Yolande Miller-Grandvaux	ABIC
2 . Support ERNWACA in the areas of:	Review committee established	Oct 99-June 00		Yolande Miller-Grandvaux	IDRC

\* ID - Issues identification, RA- Research and Analysis, DA - Dissemination and Advocacy, TO - Technical and Operation Support, ME - Monitoring and Evaluation, AF - African Capacity Building & Partnerships



Activities	Expected Outputs	Beginning & Ending Dates	Estimated Cost & Cost Elements	Responsible Person(s)	Comments (Tasking areas*, etc.)
<ul style="list-style-type: none"> <li>Participate in CIES, AS, EFA conferences, etc.</li> </ul>		00		Grandvaux	education benefits
5. Share experiences and lessons learned on FQL model: <ul style="list-style-type: none"> <li>Organize and implement preliminary country teams meeting;</li> <li>Assist in production of lessons learned paper and presentation;</li> <li>Disseminate lessons learned to policy-makers and follow-up.</li> </ul>	Preliminary multi-country meeting organized and implemented  Lessons learned, paper produced and disseminated  Presentations made to policy makers	Jan 00-Dec 00	65,000 1 facilitator 1 translator 1 consultant to write paper Travel for 15 people (will seek co-funding)	Yolande Miller-Grandvaux	ERNWACA  RTI  Ghana, Benin, Guinea, Uganda
6. Provide knowledge and guidance on role and responsibilities of NGOs in education as part of the SD/Ed Analytic Agenda <ul style="list-style-type: none"> <li>Conduct research in selected countries on the new NGO role in basic education through small grants</li> <li>Disseminate to missions, policy-makers, NGOs</li> <li>Prepare for consultative meeting.</li> </ul>	Research/issue identification paper produced  Findings disseminated	Feb-Dec 00	35,000	Yolande Miller-Grandvaux	2 <sup>nd</sup> year: organize consultative meeting
7. Assist in Education in Countries in crisis project: <ul style="list-style-type: none"> <li>Finalize draft proposal;</li> <li>Proposal presented to SD/Ed</li> </ul>	TA provided to proposal	Oct 99-Mar 00	Staff time	Yolande Miller-Grandvaux	
8. Gather resources and knowledge on youth through the Youth Think Tank (pending sustained existence	Meetings convened	On-going		SARA Yolande Miller-	HCD

\* ID - Issues identification, RA- Research and Analysis, DA - Dissemination and Advocacy, TO - Technical and Operation Support, ME - Monitoring and Evaluation, AF - African Capacity Building & Partnerships

<b>Activities</b>	<b>Expected Outputs</b>	<b>Beginning &amp; Ending Dates</b>	<b>Estimated Cost &amp; Cost Elements</b>	<b>Responsible Person(s)</b>	<b>Comments (Tasking areas*, etc.)</b>
of think tank); <ul style="list-style-type: none"> <li>Assist SD to organize and convene meetings;</li> <li>Assist SD to synthesize information;</li> <li>Assist SD to disseminate information.</li> </ul>	Brief on youth development findings and effective practices produced & shared with USAID missions, esp. Mali			Grandvaux	On a bi-monthly basis
9. Produce SARA impact assessment study: <ul style="list-style-type: none"> <li>Review and edit studies;</li> <li>Develop dissemination plan;</li> <li>Disseminate for advocacy.</li> </ul>	Impact studies printed disseminated	Oct 99-Jun 00	2,500	Yolande Miller-Grandvaux	Consultant
10. Assist SD in conducting health/education activities: <ul style="list-style-type: none"> <li>Assist in development of impact assessment of HIV/AIDS on education;</li> <li>Assist in development of school health activities.</li> </ul>	Impact assessment proposal developed  School health activities coordinated through SARA	Nov 99 on		Yolande Miller-Grandvaux	CORE
11. Assist AFR/SD in providing backstopping to Mali USAID mission: <ul style="list-style-type: none"> <li>Follow-up education policy agenda;</li> <li>Provide TA when needed;</li> <li>Monitor activities on a regular basis.</li> </ul>	Education agenda updated and monitored  TA provided.	On-going	14,000 Staff travel	Yolande Miller-Grandvaux	Responsibility given to SARA given shortage of AFR/SD/Ed staff.
12. Assist AFR/SD in providing backstopping to Benin USAID mission: <ul style="list-style-type: none"> <li>Assist in development of education portfolio;</li> <li>Provide TA when needed;</li> <li>Monitor activities on a regular basis.</li> </ul>	Education portfolio updated and monitored	On-going	5,000 Staff time Staff travel	Yolande Miller-Grandvaux	Responsibility given to SARA given shortage of AFR/SD /Ed staff

\* ID - Issues identification, RA- Research and Analysis, DA - Dissemination and Advocacy, TO - Technical and Operation Support, ME - Monitoring and Evaluation, AF - African Capacity Building & Partnerships

<b>Activities</b>	<b>Expected Outputs</b>	<b>Beginning &amp; Ending Dates</b>	<b>Estimated Cost &amp; Cost Elements</b>	<b>Responsible Person(s)</b>	<b>Comments (Tasking areas*, etc.)</b>
13. Explore development of relationships with other African networks for the promotion of SD priority issues	Visits to, contacts with ERNESA, FAWE, BOLESWA completed or established	Apr 00	5,000 Staff time Staff travel	SARA	
14. Disseminate knowledge and guidance on policies and practices: <ul style="list-style-type: none"> <li>Develop and present papers at international education conferences: CIES, National Summit for Africa, etc.</li> <li>Attend professional conferences (EFA, etc.)</li> </ul>	Papers accepted and presented  Information packets shared	March 00  April 00	Cost covered in “explore partnerships” activity	Yolande Miller-Grandvaux	Use of education benefits

\* ID - Issues identification, RA- Research and Analysis, DA - Dissemination and Advocacy, TO - Technical and Operation Support, ME - Monitoring and Evaluation, AF - African Capacity Building & Partnerships

**SO 7: Adoption of policies and strategies for increased sustainability, quality, efficiency and equity of health services**

**Results Package: Household and community approaches to child health**

Result 1: Individual and community behavior change approaches for child and maternal health developed  
 Result 2: Approaches developed for improving the availability at community level of critical supplies for child and maternal health  
 Result 3: Increased African capacity to provide technical support for planning, implementation, evaluation, and monitoring of behavior change / community programs, qualitative research, and materials development.

Activities	Expected Outputs	Beginning & Ending Dates	Estimated Cost & Cost Elements	Responsible Person(s)	Comments (Tasking areas*, etc.)
1. Dissemination and use of French translation of WHO qualitative research manual	Manual used in by training institutions / projects	Beginning Dec 99	Staff time ODCs	Suzanne Prysor-Jones  Lonna Shafritz	Tool requested by CERPOD, BASICS/W. Africa IRSP, SFPS?
2. Dissemination and use of JHU description of qualitative research manuals	Manual used by research institutions / projects / individuals	Beginning Jan 00	Staff time See dissemination budget	Renuka Bery Lonna Shafritz	
3. Assistance to CERPOD and LSHTM for development of qualitative research capacity building in W. Africa, and sustainability	Technical Assistance provided	On-going	20,000 Staff time Costs of course to help integrate course into on-going health programs	Suzanne Prysor-Jones	Coordinate with CORE, Malaria / IMCI implementers, etc. depending on theme chosen for year 1.
4. Facilitate the design and implementation of consultant training for household/community	TA for module development / revision  Support for facilitation and /	Training design by June 00  Training by Dec	20,000 Staff time	Suzanne Prysor-Jones	Coordination with IAWG, esp. AFRO, Geneva, BASICS, UNICEF, CORE

\* ID - Issues identification, RA- Research and Analysis, DA - Dissemination and Advocacy, TO - Technical and Operation Support, ME - Monitoring and Evaluation, AF - African Capacity Building & Partnerships

Activities	Expected Outputs	Beginning & Ending Dates	Estimated Cost & Cost Elements	Responsible Person(s)	Comments (Tasking areas*, etc.)
IMCI	or participation in orientation meeting	00			
5. Promote coordination between IMCI and Malaria	Participation in key meetings  Linkages established	On-going	10,000 Staff time Staff travel	Suzanne Prysor-Jones	Coordinate with AFR/SD Malaria, AFRO
6. Assist CHANGE with issues identification for household and community programs	Consultative meeting planned, implemented and followed up	On-going  Meeting dates TBD	Staff time	Suzanne Prysor-Jones  Lonna Shafritz	
7. Consultative meeting on social marketing projects with consultation on supplies at community level	Consultative meeting planned, implemented and followed up	Meeting dates TBD	5,000 Staff time	Suzanne Prysor-Jones  Lonna Shafritz	Coordinate with BASICS, Netmark, PSI, RPM, etc.
8. Facilitate improvements in IEC/community approach training in West Africa	African institutions curriculum (IRSP, CERCOM, Public Health Schools, etc.) improved	Jan 00 – Dec 00	Staff time  10,000 for co-funding	Suzanne Prysor-Jones  Lonna Shafritz	Pre-service and short courses  Coordinate with BASICS, SFPS, other AED efforts
9. Promote appropriate costing of household and community programs	TA provided for review of literature and follow-up	On-going	10,000 Consultant  3,000 Dissemination	Suzanne Prysor-Jones	Hugh Waters working with Inter-Agency group on IMCI Costing

\* ID - Issues identification, RA- Research and Analysis, DA - Dissemination and Advocacy, TO - Technical and Operation Support, ME - Monitoring and Evaluation, AF - African Capacity Building & Partnerships



Activities	Expected Outputs	Beginning & Ending Dates	Estimated Cost & Cost Elements	Responsible Person(s)	Comments (Tasking areas*, etc.)
10. Participate in IAWG on household and community IMCI	AFR/SD priorities promoted AFR/SD feedback provided on issues	On-going	1,000 Domestic travel	Suzanne Prysor-Jones	
11. Develop advocacy materials on community programs	Advocacy materials developed as required	TBD	10,000 Production, dissemination	Suzanne Prysor-Jones  Lonna Shafritz	Depending on needs identified by IAWG, <i>et al.</i>
12. Participate in WHO/AFRO, UNICEF, and/or BASICS meetings in Africa on household and community IMCI	Trip reports submitted  AFR/SD priorities promoted AFR/SD feedback provided on issues	On-going	6,000 Staff travel	Suzanne Prysor-Jones	Meeting dates not yet confirmed
13. Assist AFR/SD with issues identification, portfolio management, and evaluation	Core Group meetings organized  M & E system functioning  Results packages updated	On-going	Staff time	Suzanne Prysor-Jones  Lonna Shafritz  Anne Inserra  Duale Sambe	

\* ID - Issues identification, RA- Research and Analysis, DA - Dissemination and Advocacy, TO - Technical and Operation Support, ME - Monitoring and Evaluation, AF - African Capacity Building & Partnerships

**SO 7: Adoption of policies and strategies for increased sustainability, quality, efficiency and equity of health services**

**Results Package: Provider Performance**

- Result 1: Approaches developed to scale up IMCI  
 Result 2: Approaches developed to integrate QI / problem-solving approaches into national systems for child health  
 Result 3: Increased African capacity at regional, sub-regional, and national levels to give technical assistance for child health  
 Result 4: Approaches developed to improve pre-service training for child health at facility, community, and home-care levels

Activities	Expected Outputs	Beginning & Ending Dates	Estimated Cost & Cost Elements	Responsible Person(s)	Comments (Tasking areas*, etc.)
1. Facilitate the dissemination and use of QI tools and methods:  - COPE for child health and other  - QA for IMCI  - Performance Improvement methods	Evaluation results reviewed and strategies for scaling up developed in coordination with AFRO UNICEF, BASICS, REDSO  Strategies developed in coordination with URC, BASICS, AFRO, REDSO  Strategies developed in coordination with INTRAH  Strategies developed in coordination with INTRAH, etc.	On-going	Staff time  30,000 for transfer of skills to CESAG  20,000 Staff travel Meeting costs	Suzanne Prysor-Jones	This will be done, where possible with African institutional partners such as CESAG, Makerere, NAPHI, IRSP, etc.  Co-fund with INTRAH, URC, AVSC, AFRO, etc.
2. Participate in WHO meetings on IMCI	Trip reports submitted	On-going	20,000	Suzanne Prysor-Jones	

\* ID - Issues identification, RA- Research and Analysis, DA - Dissemination and Advocacy, TO - Technical and Operation Support, ME - Monitoring and Evaluation, AF - African Capacity Building & Partnerships

<b>Activities</b>	<b>Expected Outputs</b>	<b>Beginning &amp; Ending Dates</b>	<b>Estimated Cost &amp; Cost Elements</b>	<b>Responsible Person(s)</b>	<b>Comments (Tasking areas*, etc.)</b>
components 1 and 2	AFR/SD priorities promoted AFR/SD feedback provided on AFRO issues		Staff travel		
3. Facilitate the development of a strategy to scale up IMCI, e.g., through the private sector	Strategies developed in coordination with BASICS, AFRO, CORE to track bilateral activities, test alternative training methodologies and promote resource mobilization	On-going	15,000 to facilitate strategy development	Suzanne Prysor-Jones	
4. Facilitate the focusing of BASICS W. Africa attention on AFR/SD priorities, including:  - pre-service training  - improved in-service training  - problem-solving / supervision	Participation in BASICS meetings  Strategies developed and feedback to AFR/SD on issues received	On-going	See #2 travel Budget (above)	Suzanne Prysor-Jones	Coordinate with INTRAH and AFRO on pre-service training
5. Develop / contribute to advocacy and analyses of lessons learned materials on IMCI, as needed.	Advocacy brochure finalized and disseminated  Needs for other documents identified	On-going	10,000 Production, dissemination	Suzanne Prysor-Jones  Lonna Shafritz	Coordinate with BASICS, AFRO, and CORE
6. Assist AFR/SD with issues identification,	Core Group meetings organized	On-going	Staff and consultant	Suzanne Prysor-Jones	

\* ID - Issues identification, RA- Research and Analysis, DA - Dissemination and Advocacy, TO - Technical and Operation Support, ME - Monitoring and Evaluation, AF - African Capacity Building & Partnerships

<b>Activities</b>	<b>Expected Outputs</b>	<b>Beginning &amp; Ending Dates</b>	<b>Estimated Cost &amp; Cost Elements</b>	<b>Responsible Person(s)</b>	<b>Comments (Tasking areas*, etc.)</b>
portfolio management, and evaluation, including a review of USAID strategies and investments for child survival	M & E system functioning  Results packages updated  Review document produced		time	Lonna Shafritz  Anne Inserra  Duale Sambe	

\* ID - Issues identification, RA- Research and Analysis, DA - Dissemination and Advocacy, TO - Technical and Operation Support, ME - Monitoring and Evaluation, AF - African Capacity Building & Partnerships

**SO 7 :**                    **Adoption of policies and strategies for increased sustainability, quality, efficiency and equity of health services.**

**Results Package:**     **Malaria RP**

IR7.2                    Improving the enabling environment to design, manage, and evaluate malaria control programs

IR7.3                    Improving policies, strategies and approaches for child survival and maternal health

<b>Activities</b>	<b>Expected Outputs</b>	<b>Beginning &amp; Ending Dates</b>	<b>Estimated Cost &amp; Cost Elements</b>	<b>Responsible Person(s)</b>	<b>Comments (Tasking Areas*, etc.)</b>
1. M&E of the Joint WHO/AFRO and USAID support for malaria control programs in Africa	TA provided by SARA staff and consultant	On-going	Amount TBD Staff & consultant time, travel	Duale Sambe	Will depend on needs expressed by AFR/SD and WHO/AFRO (TO, ME)
2. Updating AFR/SD strategic framework for research, analysis and dissemination on malaria	Literature reviewed Expert survey results synthesized Working group meetings held Strategic framework produced and disseminated	Oct 99 – Jan 00	10,000 Consultant time Production	Duale Sambe	TO, ID, RA
3. Dissemination of relevant information on malaria and pregnancy	Production and dissemination of Annals supplement	Oct 99 – Jan 00	13,823 purchase order for the production	Joseph Coblentz  Renuka Bery  Duale Sambe	DA
4. Support for initiatives on the prevention of malaria in pregnancy in	Working group meetings held		10,000 Staff &	Duale Sambe	SARA participation in the joint initiative

\* ID - Issues identification, RA- Research and Analysis, DA - Dissemination and Advocacy, TO - Technical and Operation Support, ME - Monitoring and Evaluation, AF - African Capacity Building & Partnerships

<b>Activities</b>	<b>Expected Outputs</b>	<b>Beginning &amp; Ending Dates</b>	<b>Estimated Cost &amp; Cost Elements</b>	<b>Responsible Person(s)</b>	<b>Comments (Tasking Areas*, etc.)</b>
Africa	Advocacy briefs developed		consultant time, travel		of AFR/SD and other partners (FHA-Unit and JHPIEGO/MNH)
5. Manual on qualitative research for case management of malaria and other malaria-related documents requested by AFR/SD	Consultant hired  Manual developed, produced and disseminated (cfr. List of documents)	Oct 99 - Jan 00	\$ 105,000 Consultant time Production	Renuka Bery	RA, DA
6. Joint planning and coordination of activities on priority areas such as IMCI, Malaria, IDS with other USAID projects and partners (e.g., BASICS, NetMark, CORE, UNICEF, CDC)	SARA staff & consultant involved in meetings and electronic exchanges with partners	Beginning Oct 99	Amount TBD Staff and consultant time	Duale Sambe	
7. Co-sponsor a session on the social and behavioral aspects of malaria at the 4 <sup>th</sup> SOMA-Net conference	Co-sponsorship arrangement made with the SOMA-Net Secretariat  Resource persons and selected participants identified and sponsored  Relevant background materials disseminated	Sept 00	10,000 Background materials Participant travel Meeting expenses	Duale Sambe	DA, AF  In collaboration with SOMA-Net & the Change Project

\* ID - Issues identification, RA- Research and Analysis, DA - Dissemination and Advocacy, TO - Technical and Operation Support, ME - Monitoring and Evaluation, AF - African Capacity Building & Partnerships

**SO 7 :**                    **Adoption of policies and strategies for increased sustainability, quality, efficiency and equity of health services.**

**Results Package:**     **Infectious Diseases**

<b>Activities</b>	<b>Expected Outputs</b>	<b>Beginning &amp; Ending Dates</b>	<b>Estimated Cost &amp; Cost Elements</b>	<b>Responsible Person(s)</b>	<b>Comments (Tasking areas*, etc.)</b>
1. Support the development of an AFR/SD Results Package for infectious diseases	Review meetings held Results package developed and produced	Beginning Nov 99	Staff time	Duale Sambe	ID, TO
2. M&E of the joint WHO/AFRO and USAID support for integrated disease surveillance systems in Africa	Technical assistance from SARA staff and consultant	On-going	Amount TBD Staff and consultant time, travel	Duale Sambe	TO, ME Will depend on needs expressed by AFR/SD and WHO/AFRO
3. Africa-based consultative meeting on potential of, and constraints to effective use of laboratory to support infectious disease control	Meeting organized  Report produced and disseminated	Feb 00	20,000 Background materials Participant travel Meeting expenses	Duale Sambe	To be coordinated with the joint WHO/AFRO and CDC initiative.
4. Production and dissemination of TB advocacy briefs and other documents requested by AFR/SD	Review Materials developed, produced & disseminated	Beginning Dec 99	20,000 Staff & consultant time Production, disseminatio	Renuka Bery Duale Sambe	

\* ID - Issues identification, RA- Research and Analysis, DA - Dissemination and Advocacy, TO - Technical and Operation Support, ME - Monitoring and Evaluation, AF - African Capacity Building & Partnerships

<b>Activities</b>	<b>Expected Outputs</b>	<b>Beginning &amp; Ending Dates</b>	<b>Estimated Cost &amp; Cost Elements</b>	<b>Responsible Person(s)</b>	<b>Comments (Tasking areas*, etc.)</b>
			n		
5. Organize information sharing, including study tours, on the implementation of DOTS strategy for TB control in African settings	Tours and other information-sharing activities planned and organized.  Lessons learned documented and disseminated.	May 00	25,000 background materials, participant travel	Duale Sambe	In partnership with WHO/AFRO TB Unit and other African partners (ID, DA, AF)

\* ID - Issues identification, RA- Research and Analysis, DA - Dissemination and Advocacy, TO - Technical and Operation Support, ME - Monitoring and Evaluation, AF - African Capacity Building & Partnerships



**SO 7:** **Adoption of policies and strategies for increased sustainability, quality, efficiency and equity of health services**

**Results Package:** **Nutrition**

- Nutrition Result (NR) 1: Increased African commitment to addressing nutrition-related problems (linked to IR 7.3.2)
- Nutrition Result (NR) 2: Strengthened African regional and national capacity to plan, manage, implement, and evaluate nutrition-related policies and programs (linked to IR 7.3.1)
- Nutrition Result (NR) 3: Increased number and quality of nutrition-related activities integrated into USAID bilateral and regional programs (linked to IR 7.2 and IR 7.3)
- Nutrition Result (NR) 4: Increased joint planning and programming with USAID partners and other donors on nutrition-related activities (linked to IR 7.3.3)
- Nutrition Result (NR) 5: Existing and new approaches to improve nutrition-related behaviors and practices at the population level developed, evaluated, and disseminated (linked to IR 7.2.1)

Activities	Expected Outputs	Beginning & Ending Dates	Estimated Cost & Cost Elements	Responsible Person(s)	Comments (Tasking areas*, etc.)
1. Assist AFR/SD SO 7 team in managing the Nutrition Results package.	Core team meetings held SO 7 portfolio reviews conducted Performance monitoring plan drafted Peer reviews organized Expert advice	On-going	Staff time	Ellen Piwoz  Micheline Ntiru  Lonna Shafritz	TO, ME IR 7.2, I.R. 7.3 NR 1-5

\* ID - Issues identification, RA- Research and Analysis, DA - Dissemination and Advocacy, TO - Technical and Operation Support, ME - Monitoring and Evaluation, AF - African Capacity Building & Partnerships

Activities	Expected Outputs	Beginning & Ending Dates	Estimated Cost & Cost Elements	Responsible Person(s)	Comments (Tasking areas*, etc.)
	provided				
2. Provide technical support to AFR Core Groups, G-PHN, and CA partners (e.g., MACRO, BASICS, LINKAGES, MOST) on nutrition issues in Africa	Meetings attended Expert advice/input provided	On-going	Staff time	Ellen Piwoz Micheline Ntiru Lonna Shafritz Suzanne Prysor-Jones	TO NR 3, NR 4  Collaboration with SO6, SO9, Malaria Core Groups as needed.
3. Provide technical support to African partner institutions for strategy development and planning related to nutrition policy/programming.	Meetings attended Expert advice/input provided	On-going	Staff time 7,500 staff travel (cost-share with other trips when possible)	Suzanne Prysor-Jones Ellen Piwoz Micheline Ntiru Lonna Shafritz	AF NR 2  Collaborative activity with SANA, BASICS/West Africa.
4. Strengthen African partners' capacity for:  - nutrition policy analysis and advocacy  - information dissemination and sharing of better practices and lessons	Technical support provided  Regional training organized  Country advocacy strategies implemented  Support provided for documentation of	On-going	Staff time 10,000 Consultant time Staff travel  20,000 Support to African partners for advocacy follow-up supervision/support  20,000	Micheline Ntiru Ellen Piwoz Debbie Gachuhi Kinday Samba	DA, AF NR 1, NR2, NR4  Collaboration with SANA, LINKAGES/GHAI, REDSO/ESA, MACRO, MOST and/or BASICS on activities.  SANA will pay for

\* ID - Issues identification, RA- Research and Analysis, DA - Dissemination and Advocacy, TO - Technical and Operation Support, ME - Monitoring and Evaluation, AF - African Capacity Building & Partnerships

Activities	Expected Outputs	Beginning & Ending Dates	Estimated Cost & Cost Elements	Responsible Person(s)	Comments (Tasking areas*, etc.)
learned in nutrition	better practices  Information shared during regional meetings (e.g., nutrition focal points)		Support to partners for networking/information sharing activities, including limited support for the WAHO focal points meeting.		staff travel this year.
5. Review advocacy experience and future directions in Africa.  Develop materials to facilitate and support nutrition advocacy activities (including finalizing Nutrition Briefs; handbook or guidelines for nutrition advocacy at the country level)	Structured meeting on nutrition advocacy held (in Washington)  English nutrition briefs finalized and French/West Africa version developed  Additional tools developed, tested, and disseminated based on recommendations from the field - Special bulletin or packet produced  - Small document prepared.	Oct 99-Sept 00	10,000 Finalization and production of Nutrition Briefs 3,000 Translation into French	Micheline Nturu  Linda Kean  Debbie Gachuhi	RA, DA, AF NR 1  SANA funds will be used this year for additional tools.  Also MEASURE/COMM LINKAGES BASICS MOST MACRO/DHS
6. Actively	Materials	On-going	Staff time	Ellen Piwoz	AF, DA

\* ID - Issues identification, RA- Research and Analysis, DA - Dissemination and Advocacy, TO - Technical and Operation Support, ME - Monitoring and Evaluation, AF - African Capacity Building & Partnerships

Activities	Expected Outputs	Beginning & Ending Dates	Estimated Cost & Cost Elements	Responsible Person(s)	Comments (Tasking areas*, etc.)
disseminate and ensure the use of existing nutrition tools, training packages, and related materials in pre-service and in-service training opportunities and NGO networks in Africa.	disseminated at relevant meetings, workshops and conferences Meetings organized / attended to discuss the content / use of available tools		7,500 Staff travel (cost-share with other trips when possible)	Micheline Nturu Lonna Shafritz Suzanne Prysor-Jones Debbie Gachuhi Kinday Samba	NR 2  Collaborative activity with SANA, BASICS/West Africa  WAHO/CRAN CRHCS Others/TBD
7. Technical assistance on mother-to-child transmission, infant feeding options and nutrition for African HIV/AIDS programs	Technical support, expert advice provided	On-going	Staff time \$20,000 Staff travel	Ellen Piwoz	RA; TO; AF, ME NR 2, NR 3, NR 5  SO 9 collaborative activity.  Collaboration with LINKAGES.
8. Develop tool for <u>monitoring and evaluating</u> infant feeding practices in the context of research and programs on mother-to-child transmission of HIV.	Literature reviewed Working group meetings organized Tool drafted, reviewed, and finalized	Oct 99-Apr 00	5,000 Staff travel	Ellen Piwoz	RA, ME NR 2, NR 4  SO 9 collaborative activity.  Major document to be reviewed, produced and

\* ID - Issues identification, RA- Research and Analysis, DA - Dissemination and Advocacy, TO - Technical and Operation Support, ME - Monitoring and Evaluation, AF - African Capacity Building & Partnerships

Activities	Expected Outputs	Beginning & Ending Dates	Estimated Cost & Cost Elements	Responsible Person(s)	Comments (Tasking areas*, etc.)
					disseminated by WHO/UNICEF.
9. Develop tool and/or lessons learned paper re: <u>formative research</u> on infant feeding and mother-to-child transmission of HIV, and conduct advocacy related to this approach to MTCT strategy selection and program design.	Formative research completed Lessons learned extracted Existing research instruments and experiences reviewed Tool and/or advocacy papers drafted, reviewed, finalized, disseminated	Jan 00-Sept 00	Staff time  25,000 production, review, and dissemination Limited translation.  15,000 Meeting expenses	Ellen Piwoz  Micheline Ntiru  Lonna Shafritz	RA, DA, AF NR1, NR 2, NR 3  Collaboration with LINKAGES.  Major document and/or policy advocacy brochure developed.  One consultative meeting/technical meeting organized.  SO 9 collaborative activity, with: NFNC/Zambia ZVITAMB/Zimbabwe UWC/South Africa  WHO/AFRO CRHCS IBFAN
10. Prepare issues papers on:	Issues papers developed and		50,000 Consultant time, production,	Ellen Piwoz  Beth Preble	ID, RA NR 3

\* ID - Issues identification, RA- Research and Analysis, DA - Dissemination and Advocacy, TO - Technical and Operation Support, ME - Monitoring and Evaluation, AF - African Capacity Building & Partnerships

Activities	Expected Outputs	Beginning & Ending Dates	Estimated Cost & Cost Elements	Responsible Person(s)	Comments (Tasking areas*, etc.)
- HIV and nutrition  - HIV and early weaning	disseminated	Oct 99-May 00  Jan 00-Aug 00	translation, dissemination  30,000 Consultant time (review of paper)	Sandra Huffman	Major document produced.  Short paper drafted.  SO 9 collaborative activity
11. Continuous issues identification, information dissemination, and advocacy on issues of importance for nutrition in Africa (e.g., HIV/AIDS and nutrition; MTCT and infant feeding, women's nutrition, anemia and infectious diseases/malaria).	Papers or tools disseminated  Posters or oral presentations developed  Consultative meetings organized  Workshops / conferences with dissemination component attended.	On-going	Staff time  10,000 Mailing costs  10,000 Preparation of posters or presentations and staff travel	Ellen Piwoz  Micheline Nturu  Renuka Bery  Lonna Shafritz	ID, DA NR 1, NR 2, NR3  Collaborative activity with SO 9.  At least one technical or consultative meeting organized.
12. Document impact of AFR/SD nutrition investments (e.g., capacity development through SARA/SANA; regional collaboration, etc.)	Case studies and impact reviews completed  Better practices disseminated	On-going	Staff time	Bill Rau  Micheline Nturu  Ellen Piwoz  Lonna Shafritz	ME Cross-cutting activity

\* ID - Issues identification, RA- Research and Analysis, DA - Dissemination and Advocacy, TO - Technical and Operation Support, ME - Monitoring and Evaluation, AF - African Capacity Building & Partnerships

**SO 7: Adoption of Policies and Strategies for Increased sustainability, Quality, Efficiency, and Equity of Health Services**

**Results Package: Maternal Health/Essential Obstetric Care (EOC)**

IR 7.2 Promote Improved Policies, Strategies, and Approaches for Child Survival and Maternal Health

IR 7.3 Improve Enabling Environment to Design, Manage, and Evaluate

Activities	Expected Outputs	Beginning & Ending Dates	Estimated Cost & Cost Elements	Responsible Person(s)	Comments (Tasking areas*, etc.)
1. Produce and disseminate summary country report on West African post-abortion care study; Develop dissemination and advocacy strategy.	Report produced Dissemination and advocacy strategy developed for participating countries	Dec 99 – May 00	10,000 Staff time, production, dissemination	Lalla Touré Renuka Bery Caroline Blair	DA JHPIEGO A. Gosh (tentative activity – Get sample of brochure and review)
2. In collaboration with partners, assist CEFOREP with in-country dissemination and action plan development for 4-country EOC resolutions.	Dissemination and EOC advocacy action plans developed Donors identified and funds leveraged for implementation Follow-up initiated	Jan 00 – July 00	60,000 Staff time Possible production of policy materials	Lalla Touré Caroline Blair	DA In collaboration with: JHPIEGO - FHA JHPIEGO – M&NH INTRAH
3. Produce advocacy materials to maximize research results of EOC study in West Africa	<i>Mere en Danger</i> booklet as an advocacy tool for EOC developed and disseminated Tool integrated into country-plans	Jan 00-June 00	53,000 Production and distribution	Renuka Bery Caroline Blair Lalla Touré	JHPIEGO
4. Assist SAGO to become more	Workshop in advocacy and	Jan 00 –	40,000	Lalla Touré	ACI – Barky Diallo

\* ID - Issues identification, RA- Research and Analysis, DA - Dissemination and Advocacy, TO - Technical and Operation Support, ME - Monitoring and Evaluation, AF - African Capacity Building & Partnerships

<b>Activities</b>	<b>Expected Outputs</b>	<b>Beginning &amp; Ending Dates</b>	<b>Estimated Cost &amp; Cost Elements</b>	<b>Responsible Person(s)</b>	<b>Comments (Tasking areas*, etc.)</b>
policy / action oriented; provide TA in translating research findings into programs/actions.	policy communications conducted Strategic action plans developed Advocacy activities initiated	Sept 00		Caroline Blair  Rhonda Smith  Renuka Bery	Fatim Diallo
5. Select 1 pilot country to test the use of Bart Burkhalter's maternal health PROFILES – like model for creating policy dialogue and as an advocacy tool.	Country(s) selected Model developed in collaboration with local orgs. Presentations completed Next steps defined.	Dec 00 – Sept 00	30,000 Co-fund with USAID mission	Caroline Blair  Duale Sambe  Suzanne Prysor-Jones	M&NH Global Bureau staff Bart Burkhalter Victor Aguayo
6. Develop a comprehensive dissemination strategy for results of 3-country EOC cost studies.	Dissemination plan developed Appropriate materials completed and disseminated	Jan 00- July 00		Renuka Bery Caroline Blair Rhonda Smith	PHR MEASURE Communication

\* ID - Issues identification, RA- Research and Analysis, DA - Dissemination and Advocacy, TO - Technical and Operation Support, ME - Monitoring and Evaluation, AF - African Capacity Building & Partnerships



**SO 8: Policies and strategies for increased sustainability and quality of reproductive health services adopted**

**Results Package: None in particular – Related to overall SO**

IR 8.1 Improved policies and strategies to expand reproductive health programs promoted.

IR 8.2 Enabling environment to design, implement, and evaluate reproductive health programs improved

<b>Activities</b>	<b>Expected Outputs</b>	<b>Beginning &amp; Ending Dates</b>	<b>Estimated Cost &amp; Cost Elements</b>	<b>Responsible Person(s)</b>	<b>Comments (Tasking Areas*, etc.)</b>
1. Assist AFR/SD SO8 team with managing the RH results packages.	Core team meetings held Results packages completed and periodically updated PMPs revised and updated annually R4 completed annually Technical advice provided	On-going	Staff time	Caroline Blair Renuka Bery Lalla Touré Rhonda Smith	T&O Will depend on needs expressed by AFR/SD
2. Conduct an SO 8 portfolio review of all or selected focus areas to re-examine strategic directions, mix of focus areas; best practices, and overall portfolio balance.	Literature reviewed Expert consultative working group meetings organized Results packages and work plans updated	Dec 99 – Sept 00	Staff time  25,000 Consultant time	Caroline Blair Lalla Touré Rhonda Smith Renuka Bery	TO, ID, RA Focus areas selected for review will depend on felt needs of SO 8 core group members.
3. Assist AFR/SD with evaluating, tracking, and monitoring performance and results.	Evaluation assessment of SO 8 results package activities completed Simple computer program for tracking results by indicator targets developed and applied.	Nov 99 – Mar 00	Staff time	Caroline Blair Anne Inserra Renuka Bery	

\* ID - Issues identification, RA- Research and Analysis, DA - Dissemination and Advocacy, TO - Technical and Operation Support, ME - Monitoring and Evaluation, AF - African Capacity Building & Partnerships

**SO 8: Policies and strategies for increased sustainability and quality of reproductive health services adopted**

**Results Package: Male involvement (Addressing the reproductive health (RH) needs of underserved populations)**

IR 8.1 Improved policies and strategies to expand reproductive health programs promoted.

IR 8.2 Enabling environment to design, implement, and evaluate reproductive health programs improved

Activities	Expected Outputs	Beginning & Ending Dates	Estimated Cost & Cost Elements	Responsible Person(s)	Comments (Tasking Areas*, etc.)
1. Assess the outcomes/results of the Male Involvement workshop in Francophone Africa with JHU/PCS, IPPF, AVSC, INTRAH, and SFPS.	Questionnaires collected, analyzed and summary report completed	Mar 00	Staff time  5,000 Production, dissemination.	Caroline Blair Renuka Bery Lalla Touré	JHU PCS/AED
2. Provide technical assistance and support to RESAR in the development and implementation of a multi-country study on <i>male involvement in RH</i> .	Research protocol reflecting need to assess existing practices and multiple audiences (e.g., providers; donors; corps; ministries; key informants) completed Study implemented in countries (TBD);	Nov 99 – Nov 00	Staff time 10,000 Staff travel	Caroline Blair Lalla Touré	WHO funded study AVSC (\$50,000)
3. Assess current program activities for males – lessons learned/models; Provide TA to USAID missions in integrating male involvement activities into their programs	Updated summary of best practices completed TA provided to missions (TBD).		Staff time Possibly consultant / travel	Caroline Blair Lalla Touré	AVSC

\* ID - Issues identification, RA- Research and Analysis, DA - Dissemination and Advocacy, TO - Technical and Operation Support, ME - Monitoring and Evaluation, AF - African Capacity Building & Partnerships

**SO 8: Policies and strategies for increased sustainability and quality of reproductive health services adopted**

**Results Package: Women's empowerment**

IR 8.1 Improved policies and strategies to expand reproductive health programs promoted.

IR 8.2 Enabling environment to design, implement, and evaluate reproductive health programs improved

<b>Activities</b>	<b>Expected Outputs</b>	<b>Beginning &amp; Ending Dates</b>	<b>Estimated Cost &amp; Cost Elements</b>	<b>Responsible Person(s)</b>	<b>Comments (Tasking areas*, etc.)</b>
1. Support the establishment of a East and South African women's media network hosted by S. African media org. in collaboration with the Freedom Forum and the S. Africa Department of Welfare.	One seminar completed Print articles and broadcast programs produced Changes in media strategies documented	Jan 00-Sept 00	50,000 Leveraged with MEASURE Comm. Funds	Caroline Blair Rhonda Smith	Freedom Forum MEASURE Communication
2. Assist with documentation and dissemination of PIVOT 3 case studies (Lessons learned)			25,000 Translation Production, dissemination	Renuka Bery Caroline Blair	Additional support from PRB

\* ID - Issues identification, RA- Research and Analysis, DA - Dissemination and Advocacy, TO - Technical and Operation Support, ME - Monitoring and Evaluation, AF - African Capacity Building & Partnerships

**SO 8: Policies and strategies for increased sustainability and quality of reproductive health services adopted**

**Results Package: None in particular – Reproductive health policies / strategies promotion**

IR8.1 Improved policies and strategies to expand reproductive health programs promoted.

IR8.2 Enabling environment to design, implement, and evaluate reproductive health programs improved

<b>Activities</b>	<b>Expected Outputs</b>	<b>Beginning &amp; Ending Dates</b>	<b>Estimated Cost &amp; Cost Elements</b>	<b>Responsible Person(s)</b>	<b>Comments (Tasking Areas*, etc.)</b>
1. Provide technical assistance for dissemination and advocacy for RESAR's post-Cairo assessment of RH policies in 5 countries.	Research findings and lessons learned in each country disseminated Follow-up evaluation completed	Dec 99	6,000	Lalla Touré Rhonda Smith	DA, ME
2. Support new policy communication position at CERPOD re: producing policy-oriented materials, developing dissemination and advocacy activities in three focus areas: adolescents; maternal health; and HIV/AIDS.	FY 2000 dissemination & advocacy work plan completed XX policy-relevant materials produced and disseminated on topics TBD	On-going	35,000 Leveraged with \$45,000 from Measure Communication	Caroline Blair Renuka Bery Rhonda Smith Elizabeth Ransom (PRB)	AF, DA CERPOD- current res. studies include: magnitude of abortion; adols.; and HIV/AIDS.
3. Disseminate information and results / outcomes of the Francophone MAQ conference through CERPOD, RESAR, and JHPIEGO.	Follow-up interviews and questionnaires completed and analyzed One MAQ bulletin published and disseminated to relevant participating orgs Outcomes widely disseminated.	Feb 00	6,000	Lalla Touré Renuka Bery	

\* ID - Issues identification, RA- Research and Analysis, DA - Dissemination and Advocacy, TO - Technical and Operation Support, ME - Monitoring and Evaluation, AF - African Capacity Building & Partnerships

<b>Activities</b>	<b>Expected Outputs</b>	<b>Beginning &amp; Ending Dates</b>	<b>Estimated Cost &amp; Cost Elements</b>	<b>Responsible Person(s)</b>	<b>Comments (Tasking Areas*, etc.)</b>
4. Continue to support revitalization and coordination effort of RESAR in collaboration with SFPS and CERPOD; identify an approach for establishing a permanent secretariat.		On-going		Caroline Blair Lalla Touré Suzanne Prysor-Jones	

\* ID - Issues identification, RA- Research and Analysis, DA - Dissemination and Advocacy, TO - Technical and Operation Support, ME - Monitoring and Evaluation, AF - African Capacity Building & Partnerships

**SO 9: Adoption of Cost-effective Strategies to Prevent and Mitigate the Impact of HIV/AIDS**

**Results Package: HIV/AIDS**

- IR 9.1: Develop, improve and promote cost-effective HIV/AIDS strategies
- 9.1.1 Evaluate and improve interventions (e.g., behavior change) for preventing HIV/STI transmission.
- 9.1.2 Evaluate and improve interventions to reduce the impact of HIV/AIDS (e.g., tuberculosis control, sectoral analysis)
- IR 9.2: Improve enabling environment to design, manage and evaluate HIV/AIDS programs
- 9.2.1 Develop and promote surveillance and evaluation methods for assessing trends, intervention costs and program impact.
- 9.2.2 Improve coordination with donors and other partners for HIV/AIDS programs
- 9.2.3 Strengthen African regional and national capacity to plan, manage, and implement HIV/AIDS programs

Activities	Expected Outputs	Beginning & Ending Dates	Budget & Cost Elements	Responsible Person(s)	Comments (Tasking areas*, etc..)
1. Documentation and dissemination of community-oriented HIV/AIDS prevention approaches	Literature reviewed Field visits completed Case studies prepared Consultative meeting sponsored.	Mar 00 – July 00	30,000 Consultant time & travel Production, participants & other expenses for the meeting	Stephen Kinoti  Gary Engelberg	Joining efforts if possible with the International AIDS Alliance
2. Develop tool for monitoring and evaluating infant feeding practices in the context of research and programs on mother-to-child transmission of HIV.	Literature reviewed Working group meetings organized Tool drafted, reviewed, and finalized	Oct 99-Mar 00	Staff travel	Ellen Piwoz	SO 7 collaborative activity – see #8 under Nutrition.

\* ID - Issues identification, RA- Research and Analysis, DA - Dissemination and Advocacy, TO - Technical and Operation Support, ME - Monitoring and Evaluation, AF - African Capacity Building & Partnerships

<b>Activities</b>	<b>Expected Outputs</b>	<b>Beginning &amp; Ending Dates</b>	<b>Budget &amp; Cost Elements</b>	<b>Responsible Person(s)</b>	<b>Comments (Tasking areas*, etc..)</b>
3. Develop tool and/or lessons learned paper re: formative research on infant feeding and mother-to-child transmission of HIV, and conduct advocacy related to this approach to MTCT strategy selection and program design.	Research instruments and experiences reviewed Tool drafted, reviewed, finalized, disseminated.	Jan 00-Sept 00	Production, dissemination	Ellen Piwoz  Micheline Ntiru	SO 7 collaborative activity – See #9 under Nutrition
4. Develop an issues paper on HIV and nutrition	Issues paper developed and disseminated	Oct 99-Mar 00	Consultant time Production, dissemination	Ellen Piwoz  Beth Preble	SO 7 collaborative activity – see #10 under Nutrition
5. Continuous issues identification, information dissemination and advocacy for comprehensive approaches to reducing mother-to-child transmission of HIV.	Literature reviewed Working group meetings organized Information briefs and/or advocacy documents drafted, reviewed, finalized, and disseminated	Oct 99-Sept 00	15,000 Production, dissemination	Ellen Piwoz Stephen Kinoti Duale Sambe	SO 7 collaborative activity
6. Youth livelihood best practices for the prevention of HIV/AIDS	Study protocol developed and implemented Paper on lessons learned from youth livelihood programs produced and disseminated Dissemination workshop	Beginning Oct 99	52,580 Consultant time & travel Production, dissemination Meeting expenses	Stephen Kinoti  Joseph Coblenz	Purchase order with IDRC at AFR/SD request

\* ID - Issues identification, RA- Research and Analysis, DA - Dissemination and Advocacy, TO - Technical and Operation Support, ME - Monitoring and Evaluation, AF - African Capacity Building & Partnerships

Activities	Expected Outputs	Beginning & Ending Dates	Budget & Cost Elements	Responsible Person(s)	Comments (Tasking areas*, etc..)
	organized				
7. Technical support for AFR/SD initiatives to address the impact of HIV/AIDS on educational systems	TA for implementation, dissemination workshop provided	Starting Feb 00	20,000 Staff and consultant time & travel Meeting expenses	Yolande Miller-Grandvaux  Duale Sambe	SO 9 & SO 6 collaborative activity of AFR/SD with UNDP, UNESCO and other partners
8. Assist AFR/SD SO 9 Team in managing the HIV/AIDS Results package	Core team meetings held SO 9 portfolio reviews organized Performance monitoring plan drafted Peer reviews organized and expert advice provided	On-going	Staff and consultant time	Stephen Kinoti  Lonna Shafritz  Duale Sambe	
9. Support advocacy for multi-sectoral approaches to HIV/AIDS	Working group meetings supported  Targeted dissemination implemented  AIDS Briefs and AIDS packets collated	On-going	50,000 Staff and consultant time Production, dissemination	Stephen Kinoti  Renuka Bery  Lonna Shafritz  Duale Sambe	Role to be defined based on the recommendations of the AFR/SD HIV/AIDS Multisectoral Working Group
10. Strengthen CERPOD capacity and involvement with M&E of HIV/AIDS programs in West Africa	HIV/AIDS point person hired by CERPOD	Beginning Jan 00	50,000 Staff and consultant	Duale Sambe  Suzanne	

\* ID - Issues identification, RA- Research and Analysis, DA - Dissemination and Advocacy, TO - Technical and Operation Support, ME - Monitoring and Evaluation, AF - African Capacity Building & Partnerships



<b>Activities</b>	<b>Expected Outputs</b>	<b>Beginning &amp; Ending Dates</b>	<b>Budget &amp; Cost Elements</b>	<b>Responsible Person(s)</b>	<b>Comments (Tasking areas*, etc..)</b>
	Action plan developed and implemented		time CERPOD activities	Prysor-Jones	
11. Strengthen CRHCS/ECSA capacity to support HIV/AIDS policy changes in eastern and southern Africa	Joint strategic planning meeting organized  Action plan developed and implemented	Beginning Oct 99	50,000 Staff and consultant time CRCHS activities	Stephen Kinoti  Duale Sambe	In collaboration with REDSO/ESA
12. Strategic planning meeting for the Civil-Military Alliance networking activities in Africa.	Joint strategic planning meeting organized  Action plan developed and implemented	Beginning Feb 00	15,000 Staff and consultant time CMA activities	Stephen Kinoti  Duale Sambe	In collaboration with REDSO/ESA, UNAIDS (and DOD component of LIFE initiative)
13. HIV/AIDS advocacy and information dissemination through African institutions and networks	Working group meetings organized Information briefs and/or advocacy documents produced and disseminated Network meetings co-sponsored	Beginning Oct 99	20,000 Production Meeting expenses Staff travel	Stephen Kinoti  Duale Sambe  Ellen Piwoz	African institutions : RATN, NARESA, CERPOD Media Network, ENDA, SWAA
14. Participation at the International Conference on AIDS, July 2000, Durban, South Africa	SARA represented Report prepared with recommendations for	July 00	20,000 Staff and meeting participant	Stephen Kinoti	

\* ID - Issues identification, RA- Research and Analysis, DA - Dissemination and Advocacy, TO - Technical and Operation Support, ME - Monitoring and Evaluation, AF - African Capacity Building & Partnerships

<b>Activities</b>	<b>Expected Outputs</b>	<b>Beginning &amp; Ending Dates</b>	<b>Budget &amp; Cost Elements</b>	<b>Responsible Person(s)</b>	<b>Comments (Tasking areas*, etc..)</b>
	AFR/SD & SARA		travel registration fees	Duale Sambe  Ellen Piwoz	
15. Participation in joint planning and coordination activities on international HIV/AIDS initiatives in Africa (World Bank, UNAIDS, WHO, LIFE,SADC etc.)	SARA staff & consultant involved in meetings and electronic exchanges with partners	Oct 99	30,000 Staff and consultant time	Stephen Kinoti  Lonna Shafritz  Duale Sambe  Ellen Piwoz	

\* ID - Issues identification, RA- Research and Analysis, DA - Dissemination and Advocacy, TO - Technical and Operation Support, ME - Monitoring and Evaluation, AF - African Capacity Building & Partnerships

**SO 10: Improved Policies, Strategies and Programs for Preventing, Mitigating and Transition out of Crises**

**Results Package: Epidemic preparedness**

**IR 10.1 Promote Country and Sub-Regional Approaches for Epidemic Preparedness and Response**

<b>Activities</b>	<b>Expected Outputs</b>	<b>Beginning &amp; Ending Dates</b>	<b>Estimated Cost &amp; Cost Elements</b>	<b>Responsible Person(s)</b>	<b>Comments (Tasking areas*, etc.)</b>
1. Technical support to update AFR/SD Results Package for Epidemic preparedness and Response	Review meetings held TA provided for the development and production of the RP	Mar-Jun 00	Staff time	Duale Sambe	See SO 7 activities on malaria and infectious diseases
2. Review of the joint AFR/SD, WHO/AFRO & CDC initiative on epidemic preparedness and response	Lessons learned from the WCA block reviewed, documented in a report and disseminated. TA provided by SARA staff and consultant	Feb-Apr 00	25,000 Staff and consultant time and travel	Duale Sambe	See SO 7 activities on malaria and infectious diseases
3. Review of the joint AFR/SD, WHO/AFRO & CDC initiative on epidemic preparedness and response	Lessons learned from the WCA block reviewed, documented in a report and disseminated TA provided by SARA staff and consultant	Beginning Feb 00	15,000 Staff and consultant time and travel	Duale Sambe	Cfr SO 7 activities on malaria and infectious diseases

**SPO: Polio**

**Results Package: Polio**

<b>Activities</b>	<b>Expected Outputs</b>	<b>Beginning &amp; Ending Dates</b>	<b>Estimated Cost &amp; Cost Elements</b>	<b>Responsible Person(s)</b>	<b>Comments (Tasking areas*, etc.)</b>
1. Support the development of WHO/AFRO dissemination and advocacy strategy for Polio eradication and EPI	TA provided to WHO/AFRO to help develop dissemination and advocacy strategy	Starting Oct 99	15,000 Staff and consultant time and travel	Renuka Bery	Support to WHO/AFRO to complete this activity

\* ID - Issues identification, RA- Research and Analysis, DA - Dissemination and Advocacy, TO - Technical and Operation Support, ME - Monitoring and Evaluation, AF - African Capacity Building & Partnerships

**SO:** Cross-cutting

**Results Package:** Various areas

<b>Activities</b>	<b>Expected Outputs</b>	<b>Beginning &amp; Ending Dates</b>	<b>Estimated Cost &amp; Cost Elements</b>	<b>Responsible Person(s)</b>	<b>Comments (Tasking areas*, etc.)</b>
1. Document the impact on PHN & basic education policies, strategies and programs in Africa of selected AFR/SD-funded activities	TA for M& E of activities provided Impact sheets developed and used	Oct 99	50,000 Staff and consultant time and travel	Anne Inserra  Suzanne Prysor-Jones  Duale Sambe	
2. Support the development of an AFR/SD Strategy and/or Results Package on capacity building	Working group meetings held RP developed TA for the implementation of selected activities provided	Jan-July 00	30,000 Staff and consultant time	Suzanne Prysor-Jones  Duale Sambe	Includes collaboration with WHO/AFRO and other partners
3. Technical support for the CRHCS/ECSA approach to monitoring and evaluation of PHN policy changes in eastern and southern Africa	Policy M&E manual and tools developed and disseminated TA for advocacy and monitoring policy implementation	Oct 99-May 00	30,000 Staff and consultant time	Suzanne Prysor-Jones  Bill Rau	Bill Rau, SARA consultant
4. Production and dissemination of manual on qualitative research	Manual produced and disseminated	Beginning Oct 99	30,000 Staff and consultant	Suzanne Prysor-Jones	

\* ID - Issues identification, RA- Research and Analysis, DA - Dissemination and Advocacy, TO - Technical and Operation Support, ME - Monitoring and Evaluation, AF - African Capacity Building & Partnerships

<b>Activities</b>	<b>Expected Outputs</b>	<b>Beginning &amp; Ending Dates</b>	<b>Estimated Cost &amp; Cost Elements</b>	<b>Responsible Person(s)</b>	<b>Comments (Tasking areas*, etc.)</b>
			time	Lonna Shafritz	
5. Technical support to CERPOD for the development of a self-evaluation guide	TA provided Manual produced and disseminated	Beginning Oct 99	20,000 Staff and consultant time Production and dissemination	Suzanne Prysor-Jones  Lonna Shafritz	
6. Support CESAG linkages with other institutions for dissemination and training in health management		Beginning Dec 99		Suzanne Prysor-Jones	
7. Organize an issues identification process on health financing and health sector reform priorities in Africa	Working group meetings organized Literature reviewed Issues paper drafted	May 00	20,000 Staff and consultant time Meeting expenses Production	Suzanne Prysor-Jones	
8. Support the planning of CORE consultative meeting on education and health linkages	Working group meetings organized TA provided for agenda and background materials development	Oct 99 – Apr 00	20,000 Staff and consultant time Meeting	Yolande Miller-Grandvaux  Micheline	

<b>Activities</b>	<b>Expected Outputs</b>	<b>Beginning &amp; Ending Dates</b>	<b>Estimated Cost &amp; Cost Elements</b>	<b>Responsible Person(s)</b>	<b>Comments (Tasking areas*, etc.)</b>
			expenses Production	Ntiru	
9. Development of capacity, agenda, and strategy for health systems research in Francophone Africa	Networking meetings held Materials translated and disseminated	On-going	20,000 Staff and consultant time Meeting expenses Production	Suzanne Prysor-Jones  Duale Sambe	In collaboration with WHO/HSR Unit, COHRED and ENHR Africa Network
10. Participation at the REDSO/ESA-sponsored Quality of Care Conference, February 2000	Resource persons provided for selected roundtable sessions at the conference	Feb 00	20,000 Staff and consultant time and travel	Suzanne Prysor-Jones  Duale Sambe  Ellen Piwoz	
11. Promote the twinning of NAPHI member institutions for the development of public health curricula	TA for the development of the twinning framework provided Framework tested with about 3 schools on one topic	Beginning Mar 00	30,000 Staff and consultant time and travel Grant to NAPHI for activities	Duale Sambe  Suzanne Prysor-Jones	
12. Development and production of a CD-ROM with relevant literature on	Relevant materials collected, reviewed and	Feb-Aug 00	60,000 consultant	Nancy Mock	Dr. W. Bertrand will lead the

\* ID - Issues identification, RA- Research and Analysis, DA - Dissemination and Advocacy, TO - Technical and Operation Support, ME - Monitoring and Evaluation, AF - African Capacity Building & Partnerships

<b>Activities</b>	<b>Expected Outputs</b>	<b>Beginning &amp; Ending Dates</b>	<b>Estimated Cost &amp; Cost Elements</b>	<b>Responsible Person(s)</b>	<b>Comments (Tasking areas*, etc.)</b>
management of disasters and complex humanitarian emergencies (CHE)	scanned  CD-ROM produced and disseminated		time and travel  CD-ROM development and production	Renuka Bery  Duale Sambe	implementation of this activity, WHO/AFRO & the PTC in Addis Ababa to provide selected materials
13. Development of a training manual for NGOs working on management of disasters, complex humanitarian emergencies, and transition programs	Manual developed, tested and produced	Nov 99-Jan 00	35,000 Consultant time  Peer review	Nancy Mock  Duale Sambe	Collaborative work with JHU and IFRC
14. Strengthen selected NAPHI member institutions in the area of training, research and information sharing on management of disasters and CHE	Working group meeting organized  Action plan developed and implemented, including plan for resource mobilization	Beginning Feb 00	30,000 Consultant time & travel Participants & other meeting expenses	Duale Sambe  Nancy Mock	AF, ID, DA  This is an effort to link the WHO/PTC in Addis Ababa with selected NAHPI member institutions
15. Management and maintenance of the CERTI website	Moderation and quality assurance implemented  Materials posted on website  Site maintained  Listserv expanded to include	Beginning Feb 00	30,000 Staff time  Electronic update	Nancy Mock  Duale Sambe	



Activities	Expected Outputs	Beginning & Ending Dates	Estimated Cost & Cost Elements	Responsible Person(s)	Comments (Tasking areas*, etc.)
	more field people				
16. Documentation and dissemination of NGO/PVO promising practices in transition interventions	Study report produced and disseminated  Briefs on best practices prepared and disseminated	Beginning Feb 00	30,000 Consultant time & travel  Production, dissemination  Meeting expenses	Nancy Mock  Duale Sambe	Dr. Doris Storms is the consultant undertaking this task.

**SO: Cross-cutting**

**Results Package: Dissemination and advocacy**

Activities	Expected Outputs	Beginning & Ending Dates	Estimated Cost & Cost Elements	Responsible Person(s)	Comments (Tasking areas*, etc.)
<b>Result ia: Capacity to Advocate</b>					
1. Train other regional African institutions in advocacy (ERNWACA/Anglophone & CRHCS)	Selected African institutions trained	Oct 99 – Sept 00	40,000 + 20,000	Renuka Bery	With support of ACI
2. Provide the Advocacy Guide to groups to use it (African institutions, CAs etc.) on request	Advocacy Guide provided to selected groups	On-going	ODCs (mailing)	SARA Production team	
3. U.S.-based consultative meeting with organizations involved in advocacy in Africa +materials fair	Consultative meeting and fair held	Oct 99 – Sept 00	2,000	Renuka Bery	With direct collaboration with USAID (Subhi Mehdi)
4. Follow-up on the advocacy training to see whether and how the participants have used their skills	Follow-up completed	Oct 99 – Sept 01	5,000	Renuka Bery Lonna Shafritz	May include add-on activities to a trip.  May also be done in collaboration with CESAG and CAFS.
5. Develop materials to improve the use of advocacy guide, e.g., one-day training guide	Materials developed	Oct 99 – Sept 00	15,000	Renuka Bery Lonna Shafritz Gary	English and French version

Activities	Expected Outputs	Beginning & Ending Dates	Estimated Cost & Cost Elements	Responsible Person(s)	Comments (Tasking areas*, etc.)
				Engelberg (ACI)	
<b>Result ib: Capacity to Disseminate Information</b>					
6. Work closely with CRHCS to develop strategy to reintegrate centers. Work with new CRHCS info staff person to strengthen program as necessary.	Centers re-integrated  Program strengthened as needed	Oct 99-Sept 01	55,000 Staff travel Meeting expenses Consultant time & travel	Renuka Bery  Lawrence Gikaru	Includes: 30,000 for meeting, 6,000 Lawrence, 8,000 Renu trip, 11,000 TA
7. Work with African institutions to build capacity in repackaging information. Possible activities include workshop, training, etc. through, e.g., CERPOD, CRHCS	Increased capacity of African institutions to repackage information	Oct 99-Sept 01	20,000	Renuka Bery Lonna Shafritz	With direct collaboration from AFR/SD (Subhi Mehdi)
8. Assist African institutions in repackaging information on an as needed basis. • (CRHCS) • CERPOD • Others	Information repackaged	Oct 99-Sept 01 as needed	25,000 + (45,000) in SO8	Renuka Bery Micheline Nturu Consultants	To fund the repackaging/printing of particular documents  CERPOD support through consultant Edmond Bagde
9. Collaborate with other USAID Projects (e.g., BASICS, Horizons, Synergy, Measure) to improve their dissemination on priority AFR/SD issues on request	Dissemination of priority issues improved for selected projects		Staff time	Renuka Bery Lonna Shafritz	

Activities	Expected Outputs	Beginning & Ending Dates	Estimated Cost & Cost Elements	Responsible Person(s)	Comments (Tasking areas*, etc.)
10. Collaborate with other African Institutions (e.g., RATN, RESAR, CESAG, WHO/AFRO, Makerere, AMREF, HST, FAWE, NARESA, ERNESA) to improve their dissemination on priority AFR/SD issues	Dissemination of priority issues improved for selected institutions		15,000 Staff travel	Renuka Bery Lonna Shafritz	Two trips. This might be reduced if combined with other travel activities.
11. Develop series of Dissemination Briefs to assist projects and African institutions in developing and carrying out a dissemination strategy	Dissemination briefs developed Dissemination strategy developed and implemented		10,000	Renuka Bery	
12. Monitor CERPOD's activities with dissemination centers and assist in ensuring activities are progressing	Activities monitored Technical assistance provided as needed	Oct 99 – Sept 01	5,000	Renuka Bery Consultants	
<b>Result ic: Capacity to Communicate Electronically</b>					
13. Provide connection fees and training to African institutions	Selected African institutions online with e-mail and Internet access	On-going	5,000	Soe Lin Post Joseph Coblenz	
14. Link African institution personnel to e-communication opportunities <ul style="list-style-type: none"> <li>• MOH ministers in ECSA region through CRHCS</li> <li>• CERPOD dissemination center staff</li> </ul>	Selected personnel linked to opportunities	Oct 99-Sept 01	20,000	Renuka Bery Soe Lin Post	

Activities	Expected Outputs	Beginning & Ending Dates	Estimated Cost & Cost Elements	Responsible Person(s)	Comments (Tasking areas*, etc.)
<b>Result iia: Materials Development and Production</b>					
15. Design and package information in appropriate formats (books, syntheses, executive summaries, e-notes, policy briefs/brochures, tools). Current documents in production include: <ul style="list-style-type: none"> <li>• Manual on Qualitative Manuals (English and French)</li> <li>• Training guide for <i>Making a Difference to Policies and Programs</i> (French)</li> <li>• Policy manuals for CRHCS</li> <li>• CRHCS program Briefs (Printing)</li> <li>• Self-evaluation Manual (English and French)</li> </ul>	Selected information designed and packaged	On-going	53,000 5,000 20,000 6,000 20,000	Renu Bery Consultants	Looking for co-funding from BASICS and others for Qualitative Research manual
16. Reprints needed of following documents <ul style="list-style-type: none"> <li>• Making the Internet Connection Count (French)</li> <li>• Advocacy Guide (French)</li> <li>• Making a Difference to Policies and Programs (English)</li> </ul>		Oct 99 – Sept 00			CIHI handling most of this
17. Dissemination of key cross-cutting products as requested, e.g.: <ul style="list-style-type: none"> <li>• Introduction to Advocacy</li> <li>• Influencing Policies &amp;</li> </ul>	Products disseminated	On-going	ODCs (Mailing)	SARA Production team	

Activities	Expected Outputs	Beginning & Ending Dates	Estimated Cost & Cost Elements	Responsible Person(s)	Comments (Tasking areas*, etc.)
<ul style="list-style-type: none"> <li>Programs</li> <li>Making the Connection Count</li> <li>Knowledge Utilization...</li> </ul>					
18. Assessments of use of AFR/SD-SARA products (2 documents per year) <ul style="list-style-type: none"> <li>Time to Act and Advocacy guide</li> <li>Research Guide and AIDS Briefs</li> </ul>	Use of documents assessed & presentation given			Lonna Shafritz  Soe Lin Post  Consultants	
<b>Result iib: Dissemination Channels</b>					
19. Mail documents to targeted mailing list	Documents mailed	On-going		SARA production team	
20. Redesign and maintain Website with relevant information and publications/publication information	Website redesigned	Oct 99-Sept 00 & Quarterly thereafter	Staff time	Soe Lin Post	Dawit Isayas from ABIC working on this in consultation with SARA and AFR/SD
21. Promote information through various listservs (AFRONETS, ReproHlth, WB, AHILANet)	Information promoted	On-going as needed	Staff time	Soe Lin Post	
22. Develop an electronic conference (with some SO Team)	Electronic conference developed with selected team		Staff time	Renuka Bery Soe Lin Post	
23. Explore new activities such as CD-ROMS and listservs. Assess whether	New activities of this nature identified, including whether	Oct 99-Sept 01	Staff time 10,000	Soe Lin Post	

Activities	Expected Outputs	Beginning & Ending Dates	Estimated Cost & Cost Elements	Responsible Person(s)	Comments (Tasking areas*, etc.)
SARA should put something together for a CD-ROM. Explore whether a listserv like AFRO-NETS for health exists for education. Monitor CERTI CD-ROM activity	SARA should do CD-ROM  AFRO-NETS-like listserv for education identified if one exists  CERTI CD-ROM activity monitored				
<b>Result iic: User Needs</b>					
24. Identify information for decision makers	Information identified	Oct 99-Sept 00	15,000	Lonna Shafritz Terry Baugh	
25. Analyze tracking information on major SARA publications	Information analyzed	Oct 99-Sept 01	Staff time	Soe Lin Post	
<b>Result 3: Dissemination and Advocacy Activities Incorporated into AFR/SD SOs</b>					
26. Provide TA to all AFR/SD teams to ensure that RPs have dissemination & advocacy built into activities	TA given & dissemination & advocacy activities reviewed	On-going	Staff time	Renuka Bery  Lonna Shafritz	With direct collaboration with AFR/SD (Subhi Mehdi)
27. SO Team Core Group Dissemination Activities (cross-referenced):					
SO6- Education Design and Print DHS Profiles Education/AIDS workshop in Africa	DHS profiles designed & printed  Education/AIDS workshop	On-going		Renuka Bery	Budget should be in individual SO work plans

<b>Activities</b>	<b>Expected Outputs</b>	<b>Beginning &amp; Ending Dates</b>	<b>Estimated Cost &amp; Cost Elements</b>	<b>Responsible Person(s)</b>	<b>Comments (Tasking areas*, etc.)</b>
Repackaging and production of Impact Sheets ERNWACA Anglophone Advocacy Workshop	organized  Impact Sheets repackaged and produced  ERNWACA anglophone advocacy workshop organized				
SO7 - Malaria/Infectious Diseases Production, translation, and printing of Malaria docs (see table)	See table	On-going		Renuka Bery	Budget should be in individual SO work plans
SO7—Nutrition/child survival Design and Printing of Nutrition Briefs Collaboration on IMCI modules Production and Printing of HIV formative Research in SA Production and printing of HIV and nutrition paper	Nutrition Briefs designed & printed  HIV Formative Research in SA produced and printed  HIV and nutrition paper produced and printed	On-going		Lonna Shafritz	Budget should be in individual SO work plans
SO8-Population and Reproductive Health		On-going		Renuka Bery	Budget should be in individual SO work plans
SO9-HIV/AIDS Production and printing of Community Mobilization Paper Production and printing of Ishrat's paper Reproduction & collation of Briefing packets	Community Mobilization paper produced & printed  Ishrat's paper produced & printed  Briefing packets collated	On-going		Lonna Shafritz	Budget should be in individual SO work plans



<b>Activities</b>	<b>Expected Outputs</b>	<b>Beginning &amp; Ending Dates</b>	<b>Estimated Cost &amp; Cost Elements</b>	<b>Responsible Person(s)</b>	<b>Comments (Tasking areas*, etc.)</b>
Other Sectoral workshops	Sectoral workshops organized				
SO10- Crisis Prevention		On-going		Renuka Bery	Budget should be in individual SO work plans
SPO 2 - Polio Eradication Continue assisting WHO/AFRO on dissemination and Advocacy	Assistance provided	On-going		Renu Bery	Budget should be in individual SO work plans

## **Proposed Monitoring and Evaluation Plan for the SARA II Contract**

The AED/SARA Team will assist AFR/SD in identifying indicators that will monitor and document the performance of AFR/SD Strategic Objectives and Intermediate Results. In addition, the AED/SARA Team, as Contractor, will provide technical support to AFR/SD staff for various monitoring and evaluation activities, including:

- 1) development and maintenance of a performance monitoring system for tracking and reporting on SO performance, which will involve identification of performance indicators for each SO and its related IRs;
- 2) analysis and reporting on performance data for each SO and its related IRs;
- 3) development and implementation of special and rapid, low-cost evaluations to assess the impact of AFR/SD SOs;
- 4) Joint missions with AFR/SD and its partners to review field activities funded by AFR/SD;
- 5) working with other Cooperating Agencies to ensure that they understand AFR/SD information needs and the tools and methods being used for monitoring and evaluation;
- 6) assist with the establishment and maintenance of a system to track and report on all AFR/SD SOs and IRs in the social sectors

The AED/SARA Team will also provide information necessary for AFR/SD to conduct a mid-term assessment of the contract in Year Three and a final review in the last year of the contract.

The attached table summarizes the specific deliverables and targets that the SARA II contractor will be responsible for achieving during the five years of contract implementation. The contractor will establish a system for tracking SARA activities. The indicators of performance will be reported in the annual reports. Trip reports and other special reports will also document contract performance.

DELIVERABLE	TARGET					
	Year 1	Year 2	Year 3	Year 4	Year 5	Cumulative Total
<b>A. Identification of Social Sector Issues:</b>						
1. Issues Identification & Discussion Meetings Held. (Unit: number per year)	3	3	3	3	3	15
2. Consultative Group Meetings Held Note: These are held to bring together SARA, USAID, CAs and Africans to strategize on an issue. They are smaller than issues identification meetings, involving between 15 and 30 individuals.	4	4	4	4	4	20
3. Literature Reviews & Briefs Published. (Unit: number per year)	2	5	5	5	3	20
4. Technical analyses on Selected Issues Provided to Appropriate AFR/SD Staff. (Unit: number per year)	3	7	7	7	3	27
<b>B. Agenda Development and Management Assistance for Research and Analysis (R&amp;A):</b>						
1. Number of R & A activities in support of AFR/SD Results Packages Included in SARA Annual Work Plan	4	4	4	4	4	20
2. Major SARA products regularly passed through a peer review system to ensure high quality of research, analysis and dissemination	Yes	Yes	Yes	Yes	Yes	N/A

DELIVERABLE	TARGET					
	Year 1	Year 2	Year 3	Year 4	Year 5	Cumulative Total
<b>C. Dissemination and Advocacy</b>						
1. New Dissemination and Advocacy Strategies developed and used for AFR/SD Results Packages	1	1	1	1	1	5
2. Major documents or technical reports (30-100 pages) published. (Unit: number per year)	6	6	6	6	6	30
3. Special Bulletins, Brochures and Packets Produced for Target Groups. (Unit: number per year)	10	10	10	10	10	50
4. African Institutions that received technical assistance to Strengthen Their Dissemination and Advocacy Capacity. (Unit: number per year)	2	5	4	3	1	15
5. African Information-Sharing Networks, South-to-South Exchanges and Study Tours Supported (Unit: number per year)	2	3	3	3	2	13
6. Tools (including Curricula) Developed to Facilitate Effective Dissemination and Advocacy (Unit: number per year)	1	2	3	2	2	10
7. Fora for Disseminating Information and Facilitating Advocacy Supported. (Unit: number per year)(Note: For a are defined as meetings, however, these for a do not include consultative or issues identification meetings)	2	5	5	5	3	20

DELIVERABLE	TARGET					
	Year 1	Year 2	Year 3	Year 4	Year 5	Cumulative Total
8. % of Documents Produced That are Translated into Second Languages (Note: documents include #2 and #3 above).	40%	40%	40%	40%	40%	40%
<b>D. African Partnerships and Capacity Building</b>						
1. Number of African networks or organizations with which we have undertaken major collaborative research, analysis, dissemination and advocacy activities in support of all AFR/SD SOs.	2	2	1	-	-	5
2. Functioning Partnerships Established Between U.S. Private Institutions and African Organizations		1	2	-	-	3
<b>E. Monitoring and Evaluation</b>						
1. Annual work plan developed on time	Yes	Yes	Yes	Yes	Yes	N/A
2. System established for tracking SARA activities, LOE and Expenditures	Yes	Yes	Yes	Yes	Yes	N/A
3. Quarterly Performance Monitoring Reports Prepared (last Quarter will be part of the Annual Report)	3	3	3	3	3	15
4. Annual Report Produced and distributed to USAID	Yes	Yes	Yes	Yes	Yes	N/A
5. Special/Rapid low cost Evaluation of Selected AFR/SD-funded Activities	1	3	3	2	1	10

DELIVERABLE		TARGET					
		Year 1	Year 2	Year 3	Year 4	Year 5	Cumulative Total
	6. Technical Support Provided for the Development and Maintenance of the AFR/SD Monitoring and Tracking System	Yes	Yes	Yes	Yes	Yes	N/A